

**IESE Building Sustainable Societies:
Trends and Best Practices in Work and Family Balance
June 12, 2008**

**“Matchmaker, Matchmaker, Make me a Match”:
Companies, Candidates, and Uncommon
Leadership**

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The “Matchless Match”:

What are companies, that say they are searching for transformational leaders, at the speed of change, really looking for?

And what are the aspirations and expectations of today’s exceptional executives?





THE MATCHLESS MATCH

Norman
Broadbent



THE MATCHLESS MATCH

The executives we placed or developed with our top 20 clients last year lead organisations whose value rivals the GDP of Egypt.

Find me a find: What are these companies seeking?

Best in class, intelligent, results oriented, attractive, committed and unique leaders.

Catch me a catch: The people we place are inspirers, drivers, achievers.

It is always a very small pool we fish in.

Make me a perfect match: We reconcile differences, kindle illusions, bolster expectations, massage egos, minimise fears.

But what is it like to get it magically right?



THE PLAYING FIELD



The Multipolar, Interdependent World: Revolutionary change in the multiple centres of economic power and activity.





Competing sustainably requires new business models and human capital investment for differentiation.



Nobody gets much time to show what he or she can do.



Companies expect new hires to quickly map out a plan - whatever the challenge is - and get on with it.



(New Leader's Guide for Diagnosing the Business, by Mark Gottfredson, Steve Schaubert, Hernan Saenz - HBR February 2008)

THE TALENT AGENDA



Human capital costs are the fastest growing expense and opportunity cost



Half of all employees are not engaged at work, but **25-75%** of work done on the job is left to discretionary contribution.



25% of top performers say they intend to leave their employers within 12 months.



40% of high performing women leave the workplace because of personal obligations or the “glass ceiling”



Four different generations and their value systems cohabitate in business today



Spain: leads EU in hours worked and trails in productivity. Gap is widening. Studies, Age, Language, Gender: the key diversity agents in Spain.



UNCOMMON LEADERSHIP

“The missing value is **COMMITMENT**. We expect our executives at the top level to identify with the project at hand, the company, the team, our objectives. The recent shift to work-life balance is making people less centred on, and less willing to make sacrifices for, the company. The deficient Educational System, with a lack of discipline, little capability of sacrifice, disappearing meritocracy culture, is responsible for the dearth of leaders in the market and not enough commitment to work.”

(Human Resource Director of €2.6BN European utility)



LEADERSHIP AT THE SPEED OF CHANGE

“It is no longer enough just to motivate employees to perform: they must also be motivated to transform themselves and the organisation”

Articulate Aspirations, “Make Believe”

Unleash energy and ideas

(Driving Radical Change, Joseph Isern and Caroline Pung - McKinsey Quarterly, No 4. 2007)



VALUES CREATE VALUE

Pressure from stakeholders for ethical and financial responsibility

“Of the people you presented, I hired Julio because he has five children: that has to count for something, doesn’t it?” (Chief Executive of a quoted €1.8 BN Business Services corporation).

The CEO doubled the division’s market value and multiplied profit by 250%. .

Values: A vocation to serve; The ability to welcome criticism; Integrity; Positive thinking.



EXPECTATIONS OF TODAY'S EXCEPTIONAL EXECUTIVES

“I wouldn't mind living anywhere in the world right now. I speak three languages fluently, I have lived and worked abroad most of my life. The recent changes on the Board, and the new priorities, aren't something I feel are truly mine anymore. I want to be part of something I believe in”.

(VP of global business unit in European telecomms operator)



LEADERSHIP'S CHALLENGE



Authenticity, driven by vision



Performance measured through outputs



Focus on feedback, communication, development

Status quo challenged



Knowledge sharing and networking

Collaborate and inclusive leadership styles




Interesting and challenging work


Leaders have an image of the society in which they want to live.



They act on their belief that they can and should shape the future



(WoT's Hot and Wo'ts Not: Leadership in the next Millenium, Richard Aldersea quotes Richard Beckhard, Teams Management Systems World of Teams Conferences)





EXCEPTIONAL WOMEN

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“During my career I have always chosen jobs based on what they had to offer for my development, what I could learn. Money was never a leading issue”

(Chief Executive, US technology provider)

Women choose and change employers based on multiples factors

“I’m highly thought of, I’ve been promoted quickly, my boss gives me the challenging projects, I’m in one of the world’s most prestigious investment banks. But I don’t have a life of my own, I’m never out before 9 or 10 pm, I’m losing contact with friends and family...”

(Senior Associate, Spanish investment bank)

They value balanced timetables, flexibility, responsibility, management by results.

(One Step Ahead of 2011: A new Horizon for Working Women, Accenture. Norman Broadbent original research 2007. How Star Women Build Portable Skills, Boris Groysberg, HBR, February 2008).

THE SEARCH FOR BALANCE

“Our second child was born last week: my wife has followed me around the world, but it is time for us to come home. I want my kids to know their family, live with their grandparents, aunts, and uncles...I want to be close to my parents now they are getting older”

(CEO for global retailer in Europe, Asia, South America, USA)

Authenticity: alignment of actions and core values with work, home, community and self.

Stars work smarter, they are passionate and committed to what they're doing.

In an environment of Autonomy, Creativity and Trust, this is.








THE MATCHLESS MATCH

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Our vision is to be the consultancy of choice for organisations seeking to compete sustainably on a global stage, and for professionals that aspire to make a difference at work and in a greater social context, now and for the future.



Our values are based on flexibility, responsibility, and mutual commitment.



Our ability to partner with organisations to obtain competitiveness and sustainable growth is based on: vision, specialisation, rigor, initiative and delivery, innovation, and a passion for people.



EFR – certified, we have an ongoing framework for improving our own work-private life balance initiatives.



Be the change you want to see in the world (Gandhi)



THANK YOU

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